

1. During the early 1950's, administrative support was given to covert operations through several channels. There were two major operational components, OSO and OPC, who dealt directly with the support components under the Deputy Director (Administration) as well as with certain other functional offices, such as the Office of Personnel and the Office of Communications, which were then independent units reporting directly to the DCI.

2. With the merger of OSO and OPC into the present DD/P, and the establishment of a single command channel, it became clear that it would also be necessary to develop for the DD/P a single administrative system. The DCI's directive of 15 July 1952 establishing the Clandestine Services, also established the position of Chief of Administration, DD/P. The COA was made "responsible to the DD/P for insuring adequate support in trained personnel, equipment, funds, transportation, communications, facilities, and services for all Clandestine activities." Duties assigned to the COA included not only the functional responsibilities normally associated with general administration, but a number of operational support activities as well. The latter included the Commercial Division, Visual Aids, management of ~~CERTAIN~~ **CERTAIN PROPRIETARY ACTIVITIES**, the Publications Control Unit, management of the DD/P's administrative career service, and liaison with units under the DD/A.

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3. This organizational concept was modified on 3 February 1955 in conjunction with other organizational changes in the Agency. The net effect of the changes was to establish the Office of the Deputy Director (Support), assign to him all support functions including those which had previously been independent, and abolish the positions of the DD/A and the Chief of Administration. The position of the Special Support Assistant to the DD/S was established to replace the COA with certain exceptions.

4. Under the new concept the SSA, as a representative to the DD/S was responsible to the DD/P "for assuring that the Clandestine Services receive adequate, proper, and timely support." He also retained certain delegations of authority which had formerly been made to the Chief of Administration. However, the operational support functions, such as ~~SSA~~ *THE PROPRIETARY ACTIVITIES* and the Commercial Division, reverted to the immediate office of the DD/S. The directive also stipulated that the SSA-DD/S and his staff would continue to be quartered in premises assigned to the DD/P.

5. With minor variations the 1955 concept still exists. The Office of the Special Support Assistant to the Deputy Director (Support) was established to assure the Clandestine Services timely support of the quality and quantity required. Although technically a part of the immediate office of the DD/S, the SSA is operationally responsive to

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the DD/P and the chiefs of the senior components of the Clandestine Services. SSA is, in effect, the point of coordination between the DD/P and the DD/S, and between components of the Clandestine Services in matters of general administrative concern. Senior support personnel in the DD/P Divisions and Staffs are directly responsible to the chiefs of their respective components, but report through the SSA to higher authority when referral is required. The staff functions of SSA are thus concerned largely with the coordination of administrative policy matters within the Clandestine Services, and the operating responsibilities consist primarily of delegations of authority by both the DD/S and the DD/P.

6. The staff of the SSA has 6 administrative officer positions, 4 clericals, and 2 employees with a special project. While some degree of specialization is unavoidable, most of the officers are regarded as generalists and their duties cover the entire range of support activities.

7. Specific delegations of authority to the SSA are contained in Agency Regulations, [REDACTED] and personal delegations by the DD/P and the DD/S. These involve several general administrative areas, but include the following representative functions:

a. Approval of representation allowances, within limits established by the DCI, and representational per diem in conjunction with foreign TDY travel.

on behalf  
of the  
DDP

DDP  
b. Approval of domestic travel on an actual expense basis in accordance with accepted government procedures, the use of transportation in excess of minimum first-class accommodations, and the use of first-class jet travel across the North Atlantic.

DD S  
c. Approval of advances to personnel assigned PCS to certain remote posts to enable them to acquire personal necessities prior to departure.

DDP  
d. The coordination of all funds write-offs originating in the Clandestine Services and directed to the Board of Review, and the approval of settlement of operational accounts of less than \$500.

DDP  
e. Review of all audit reports covering components and projects of the Clandestine Services, the responses of the audited component, and the resolutions of differences.

DD S  
f. Approval of Administrative Plans and Fiscal Annexes for covert projects.

DDP  
g. Coordination of the office space allocated by the Office of Logistics to components of the DD/P.

8. Aside from the specific duties enumerated above, there are a number of intangible functions which may well be the SSA's most significant contribution. While each operating component has its

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own support unit, the SSA provides a focal point for both formal and informal coordination which assures a consistency in support policies. Problems which involve several components, or which have no clearly defined background of authority or precedent, may be brought to the attention of the SSA for discussion and a determination of approach. If necessary, the SSA can present the problem, informally or officially, to the DD/S or DD/P, or both. These arrangements thus provide a horizontal and vertical communications channel which facilitates the identification of problems and expedites their solution. It is in this informal coordination process that new policies and procedures generally originate.

9. This is admittedly an unorthodox situation, and one which is difficult to explain to those who are accustomed to clearly drawn command channels and precise authorities. <sup>FOR EXAMPLE,</sup> At one time the SSA appeared on the organizational charts of both the DD/S and the DD/P. ~~While these charts have now been replaced, they are shown on the next page for purposes of illustration.~~

~~10.~~ There have been proposals that the DD/P should have his own support organization, independent of the DD/S, which would in effect be a return to the system of 1952-54. There have been other suggestions that the coordinating function of the SSA would ultimately become less important after the Agency was fully centralized in the

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new building. Experience has shown, however, that there must be a central point of coordination of DD/P support activities. The placement on the organizational charts is of relatively little importance. What is important is the fact that, in the resolution of problems, the SSA is speaking on behalf of both the DD/P and the DD/S. It is perhaps ~~incongruous~~ <sup>INCOMPATIBLE</sup> that a man can seem to serve two masters, but experience over the years has shown that the arrangement is efficient and practical, and the necessary support services have been provided in an effective manner with a minimum staff.

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**Briefing Material**

**(Organization and Management - 2)**

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